

I. INTRODUCTION AND SUMMARY

A. BACKGROUND AND PURPOSE

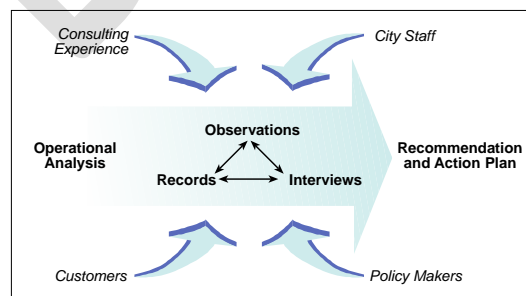
This study was initiated by the Planning and Development Review Department to conduct an organizational and operational analysis of the department in an effort to increase process efficiency, customer satisfaction and delivery of accurate and timely services. Specifics included examining current workflows, organization structure, facilities, staffing, and service delivery of each division within the department and to identify recommendations for improvements.

The RFP for the study was issued March 17, 2014 with a pre-proposal conference on March 28. Proposals were due April 17, and interviews were held May 13. Zucker Systems was notified of its selection on May 19 and the City Council approved the contract on June 26. Zucker Systems staff spent time in Austin on August 5, 6, 7, September 2, 3, 4, 30, November 1, 2, and October 28, 29, 30.

B. METHODOLOGY

Zucker Systems used a proprietary well-tested, integrated methodology for this study, as shown in Figure 1. We brought our extensive experience to the study, worked closely with Department staff, and solicited input and observations from customers and policy makers. The methodology is built on interrelating records, observations, and interviews. Each is necessary for valid studies. National research has shown that each one of these three—if relied upon exclusively—can be subject to substantial error. For example, record systems are often found to be as high as 50% in error, or the wrong things are measured. We used observations and interviews to verify records. Records and interviews were used to verify observations. Records and observations were used to verify interviews. Each group of people, shown in Figure 1, was an important part of the process.

Figure 1
Methodology Overview



Specific activities conducted for this study included the following:

- 16 Stakeholder focus groups of 132 people;
- A mail survey to 2,101 applicants for development approvals or permits;
- Met with 274 employees in group meetings;
- Short questionnaire completed by 274 employees;
- Interviewed the chairperson of 9 Boards and Commissions;
- Long questionnaire completed by 204 employees;
- Interview with Assistant City Manager;
- Confidential interviews with 13 employees who requested individual interviews;
- Review of extensive background data and reports;
- Tour of the Department's offices; and
- Meeting with CodeNEXT Advisory Group.

C. FINDINGS AND RECOMMENDATIONS

This assessment found many exemplary features within the Planning and Development Review Department as well as a number of areas where improvement is possible.

Areas of Strength

Specific strengths include:

- Collocation of many planning development related functions;
- Website reports on activity numbers and performance standards;
- Partial use of a robust software program, AMANDA;
- Work underway to upgrade AMANDA, accept plans and credit cards over the Internet, and electronic plan check;
- Good technology to manage customer wait and service times at the counters;
- Adoption of the Imagine Austin Comprehensive Plan;
- Work underway to update the Development Code, CodeNEXT;
- Willingness of staff to participate in this study;
- Detailed organization charts; and
- Detailed process for setting construction and technical standards (Rules).

Opportunities for Improvement

Problem areas and opportunities for improvement are described throughout this report. What we consider to be seven key areas, or themes, are discussed in the Executive Summary, the first chapter in this report.

Table 1 summarizes the 464 recommendations and opportunities for improvement made throughout this study. To assist the reader, each summarized recommendation is cross-referenced to the page on which the supporting text appears. Although all of these recommendations are important, each was given a priority number in order to help the City with implementation. There are 121 priority number one recommendations, 270 priority number two recommendations and 73 priority number three recommendations. We are recommending an initial addition of \$3.5 million to implement this report. The funds should be made available immediately.

To further help the City and the Department in implementation, we have also coded all the recommendations. “Phase One Actions” are recommendations that we believe should be completed in the first twelve months. “Phase Two Actions” we believe should be completed within 24 months.

There are 342 Phase One Action recommendations. Some of these are given priority 1, 2 or 3. However, that does not mean that only the priority 1 recommendations should be addressed. There are 122 Phase Two Action recommendations. PDRD should develop a detailed implementation plan with time targets for these recommendations.

For each recommendation, we also indicate a preliminary responsible party for implementation.

Note: This report and its topics are in most cases arranged in alphabetical order to assist the reader in finding material. The order of presentation has no relation to priorities.

While the above priorities and action schedules should help the City with its implementation plan, it’s essential to initially focus on the seven key priorities discussed in the Executive Summary.

Table 1
Table of Recommendations

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
1.	Agree on an implementation plan	PDRD Director, City Manager and the Mayor and City Council		1	X	

Comment [MM[1]: There needs to be some acknowledgement up front that implementation of all of these recommendations will take time and resources. All

Comment [MM[2]: Why are some priority #1’s bolded and others not? Please provide explanation or clarification in the document. Martinez

Comment [MM[03]: You may need to review and revise in light of all chapter comments

Comment [MM[4]: It would be very very helpful if you attach a detail summary of each recommendation along with this summary table (Table 1). Some of the Recommendations in the table are too brief. Also each recommendation in this table (Table 1) should match a recommendation in each of the chapters. Right now they do not match up and it is very confusing. The numbers need to match up. Martinez.

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
ISSUES REATED TO ENTIRE PLANNING AND DEVELOPMENT DEPARTMENT						
2.	Develop strategy to improve communication in PDRD	Managers and Supervisors		2	X	
3.	Continue internal newsletter and expand content	Public Info & Mktg Mrd		2	X	
4.	Explore broken window theory issues in PDRD	Managers and Supervisors		3		
5.	Update and redesign all handouts	Managers and Supervisors		2	X	
6.	Consultant to design signs and examine wayfinding for PDRD.	Support Services		2	X	
7.	Return all phone calls and emails same day	Managers and Supervisors		1	X	
8.	Use percentages rather than averages in counter software	Bans System Analyst Supv		2	X	
9.	Serve 90% of customers within 15 minute wait time at all counters	Managers of all counters		2	X	
10.	Develop time strategy for all counters and monitor performance	Counter managers		2	X	
11.	Change culture in PDRD	Managers and Supervisors		1	X	
12.	Begin a phased in expediting process	Managers and Supervisors		2		X
13.	Review methodology for Expense Refunds	Financial Manager		2		X
14.	Consider Expense Refund from Code Compliance Overhead	Financial Manager		2		X
15.	Annual review of Support Costs and External Overhead	Financial Manager		2		X
16.	Develop separate account for One Stop Shop	Financial Manager and City Budget Office		1	X	
17.	Appropriate \$3.5 million to implement this report	City Council		1	X	
18.	Establish reserve account for the One Stop Shop	City Budget Office		1		X
19.	Do not reduce fees for large projects	Financial Manager		2		X
20.	Add fees after third review	Financial Manager		2		X
21.	Pursue grants for PDRD	Assistant Director, Comprehensive Planning		2		X
22.	Develop annual projection of development activity	Financial Manager		2		X
23.	Uniform office hours for all planning and development functions	PDRD and related departments		3	X	
24.	Note office hours on handouts, website, etc.	Public Info & Mktg Mrd		3	X	
25.	Appoint additional single attorney for Land Division	Legal Department		2		X
26.	Evaluate role of Code Enforcement and Legal Services Team	SSI Manager and Legal Department		2	X	
27.	Clarify legal issues and services related to PDRD	PDRD and Legal Department		2	X	
28.	Evaluate compensation level of PDRD legal advisor position.	HR		2		X
29.	Locate PDRD and related departments in a one floor building	City Council		1		X
30.	Remove words, "One Stop Shop" from signs	Public Info & Mktg Mrd		2	X	

Comment [MM[05]: This should include Budget Officer

Comment [MM[06]: This should also include Budget Officer

Comment [MM[07]: Not sure if the Financial Manager is the only responsible party.

Comment [MM[08]: Not sure if the Financial Manager is the only responsible party.

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
31.	Explore option of office trailers to address space needs	Chief Administrative Officer		2	X	
32.	Add Deputy Director for Operations to PDRD	City Council		1	X	
33.	PDRD Director to re-set priorities and increase delegation	PDRD Director		1	X	
34.	DAC, Plan Check and Permit Center to report to the same Assistant Director	PDRD Director		2	X	
35.	Land Use and Site/Subdivision Inspection to report to the same Assistant Director	PDRD Director		2	X	
36.	Financial Manager to report to Administrative Officer	PDRD Director		1	X	
37.	Change topics for Lead Team and Division Manager meetings	PDRD Director		2	X	
38.	Have agenda for Lead Team and Division Managers meetings	PDRD Director3		3	X	
39.	Review attendance for Lead Team meetings	PDRD Director		3	X	
40.	Reduce or combine the number of reviewers for plan check in residential and commercial plan check.	PDRD Director		1		X
41.	All reviewers of plan check should have times recorded in AMANDA	PDRD Director		1	X	
42.	Operating departments to be responsible for construction standards and up-date	Operating Departments		1		X
43.	Consolidate plan reviews and inspection in PDRD	City Council City Manager		1	X	
44.	Transfer operating department plan review staff to PDRD as needed	PDRD and all operating departments City Manager		1	X	
45.	Consolidate all infrastructure inspection to PDRD	PDRD and all operating departments City Manager		1	X	
46.	Hire consultants to analyze the recommendations re plan review and inspections	PDRD and all operating departments		1	X	
47.	Use three performance measure techniques as outline in the report	PDRD managers		1	X	
48.	Present performance measures in more usable format	Chief Administrative Officer		2	X	
49.	Modify website performance standards	PDRD and all departments		1		X
50.	All performance standards to be in business days	IT and all functions		2		X
51.	Establish 90% target for meeting performance standards	PDRD and all departments		1	X	
52.	Use additional staff or consultants as needed to meet performance standards	PDRD and all departments		1	X	
53.	Adopt new performance standards as shown in Table 16	PDRD and all departments		1	X	
54.	Develop program to improve relation to industry	Public Info & Mktg Program Manager Mrd		2	X	
55.	Strengthen relations to neighborhoods	Public Info & Mktg Program Manager Mrd		1	X	
56.	Develop strategy to relate to all groups	Public Info & Mktg Program Manager Mrd		3		X
57.	Use consistent terminology	Public Info & Mktg Program Manager Mrd		2		X
BUILDING INSPECTION						

Comment [MM[09]: We believe this contradicts what is said in the summary chapter and comments.

Comment [MM[010]: We believe this contradicts what is said in the summary chapter and comments.

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
Organization Issues						
58.	Combine Building and Fire Board of Appeals, Electric Board, Mechanical, Plumbing and Solar Boards	City Council		2	X	
59.	Remodel inspector office space	Support Services and Assistant Director		2		X
60.	Revise inspector job qualifications	PDRD HR and Assistant Director		2	X	
61.	Revise Municipal Code re references to prior supervisor experience	PDRD HR and Assistant Director		3		X
62.	Add qualitative standards for building inspection	Assistant Director, CBO		2		X
63.	Add fees for excessive re-inspections	Assistant Director, CBO, Finance Officer		2		
64.	Add the equivalent of three Combination Inspectors and one supervisor	Assistant Director, CBO, Finance Officer		1	X	
65.	Monitor the need for additional combination inspectors	Assistant Director, CBO		2		X
66.	Use contract inspectors or retired inspectors to supplement staff while permanent staff are undergoing additional training	Assistant Director, CBO		2	X	
Policy Issues						
67.	Adopt International Code Council national codes	Assistant Director, CBO		2	X	
68.	Work to eliminate local code amendments	Assistant Director, CBO		2		X
69.	Change approach to expired permits	Assistant Director, CBO		2	X	
70.	Record expired permits with life safety concerns against the property	Assistant Director, CBO		2		X
71.	Conduct site visits on projects approaching expiration date	Assistant Director, CBO		2	X	
72.	Treat expired permits as part of work load	Assistant Director, CBO		3		X
73.	Extend active permits from 180 days to 365 days	Assistant Director, CBO		2	X	
74.	Monitor third-party Special Inspections	Assistant Director, CBO		2	X	
Process Issues						
75.	Resolve inspection concerns with Austin Energy	Chief Electrical Inspector and Austin Energy		2	X	
76.	Expedite upgrading of field inspector computers	Assistant Director, CBO and IT		2	X	
77.	Front counter staff to become Certified Permit Technicians	Assistant Director, CBO and PDRD HR		2		X
78.	Modify IVR system for better usability	Assistant Director, CBO and IT		2	X	
79.	Contact other communities re IVR use	Assistant Director, CBO		3		X
80.	Post daily inspection schedules on-line	Assistant Director, CBO and IT		2	X	
81.	City owned cell phones for inspectors	Assistant Director, CBO and Financial Officer		1	X	

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
82.	Inspector cell phone numbers to be available to public	Assistant Director, CBO		2	X	
83.	Update the Building Criteria Manual	Assistant Director, CBO		2		X
84.	Review use of G Drive	Assistant Director, CBO and Support Services		2		X
85.	Notify customers if next day inspection cannot be met	Assistant Director, CBO		1	X	
86.	Redistribute inspection requests to meet performance standards	Assistant Director, CBO		2	X	
87.	Implement an inspection audit program	Assistant Director, CBO		1	X	
88.	Implement on-going in-house training program	Assistant Director, CBO		2	X	
89.	Training program for historical preservation developments	Assistant Director, CBO		2	X	
90.	Improve Residential Combination Inspector Program	Assistant Director, CBO and State of Texas		2		X
COMMERCIAL PLAN REVIEW						
Organization Issues						
91.	Review if all management positions are needed	Assistant Director, CBO		1	X	
92.	Increase qualifications for Plans Examiners	Assistant Director, CBO, and HR		1	X	
93.	Immediately fill two vacant Plan Review Coordinator positions	Assistant Director, CBO, and HR		1	X	
94.	Managers and supervisors to become more responsive to staff	Assistant Director, CBO		2	X	
95.	Improve definitions of what is being measured for each performance standard	Assistant Director, CBO		3		X
96.	Include performance standards for Austin/Travis County Health, Austin Fire, Austin Water and Austin Energy	Austin/Travis County Health, and City Manager Austin Fire, Austin Water and Austin Energy, and IT		1	X	
97.	Monitor performance standards for all groups re staffing implications	Assistant Director, CBO		2	X	
98.	Remove reference to 21 day mandate for commercial plans	Assistant Director, CBO		3	X	
99.	Work with City Attorney re the 21 day mandate	Assistant Director, CBO, City Attorney		3		X
100.	Set standards for commercial projects exceeding \$1 million valuation to 20 work days	Assistant Director, CBO		1		
101.	Use outside consultants to eliminate commercial plan review backlog	Assistant Director, CBO		1	X	
102.	Establish plan review workload units	Assistant Director, CBO		2		X
103.	Monitor workload units re staff capacity	Assistant Director, CBO		2		X
104.	Use fee study to help determine workload units	Assistant Director, CBO and Financial Manager		3		X
105.	Use consulting contracts to help develop workload units	Assistant Director, CBO		2	X	
106.	Complete plans examiner job descriptions and hire as necessary	Assistant Director, CBO, and HR		2	X	

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
107.	Add five position to commercial plan review	Assistant Director, CBO, and HR		1	X	
108.	Add consultants for peak demand during training of new employees.	Assistant Director, CBO		1	X	
Policy Issues						
109.	Create career ladders for Commercial Plan Examiners	Assistant Director, CBO, and HR		2		X
110.	Encourage experienced inspectors to pursue employment as Plans Examiners	Assistant Director, CBO		3		X
Process Issues						
111.	Cross train commercial intake staff	Assistant Director, CBO		3		X
112.	Hire designer for consolidated counters	Assistant Director, CBO and Deputy Director		2		X
113.	Enter all required information into AMANDA before saying permit is ready	Assistant Director, CBO		1	X	
114.	Allow commercial intake staff to issue commercial permits	Assistant Director, CBO		2		X
115.	Periodically audit intake staff performance	Assistant Director, CBO		2		X
116.	Plans Examiners to perform Project Manager responsibilities	Assistant Director, CBO		1	X	
117.	Update or add MOU's as needed to set Project Manager system	Assistant Director, CBO		1	X	
118.	Modify the way projects are assigned to Plans Examiners	Assistant Director, CBO		2	X	
119.	Audit work of Plans Examiners	Assistant Director, CBO		2	X	
120.	First reviews to be comprehensive	Assistant Director, CBO		1	X	
121.	Use audit results to improve in-house training	Assistant Director, CBO		2		X
122.	Audit program to include review of outside consultants	Assistant Director, CBO		3		X
123.	Review how Quick Turn-Around projects are determined	Assistant Director, CBO		1	X	
124.	Assign Quick Turn-Around reviews to Plans Examiner's	Assistant Director, CBO		3		
COMPREHENSIVE PLANNING						
Organization Issues						
125.	Sort out the assignments for the two Development Services Managers	Assistant Director		2	X	
126.	Have consistent entry of task orders	Assistant Director		3	X	
127.	Create monthly performance reports	Assistant Director		2	X	
128.	Create management plan for updating neighborhood/small area plans	Assistant Director		1	X	
129.	Prepare work program for Demographer	Assistant Director		2	X	
Policy Issues						

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
130.	Focus on Imagine Austin implementation	Assistant Director		1	X	
131.	Examine and maintain rural zoning policies	Assistant Director		1	X	
132.	Add emphasis to nodal activity centers in CodeNEXT	Assistant Director		2	X	
133.	Prepare and adopt an infrastructure plan	Assistant Director, City Manager		1	X	
134.	Work with Capital Area Metropolitan Planning Organization re Envision Austin	Assistant Director		2	X	
135.	Consider the three strategies suggested in the report	Assistant Director		3		X
136.	Redefine neighborhood boundaries	Assistant Director, City Council		3		X
137.	Define neighborhood advocacy approach	Assistant Director		2	X	
Process Issues						
138.	Delegate FLUM constituency review	Assistant Director		3	X	
CURRENT PLANNING						
Organization Issues						
139.	Eliminate and replace the OSS position on organization chart	Dvpt Srv Mgr		3	X	
140.	Provide adequate administrative staff coverage for Board and Commission meetings	Dvpt Srv Mgr		2	X	
141.	Administrative staff to complete work assignments	Dvpt Srv Mgr		2	X	
142.	Update application forms and packets	Dvpt Srv Mgr		2	X	
143.	All application forms to be computer fillable	Dvpt Srv Mgr		2	X	
144.	Application forms to be available in Spanish and posted online	Dvpt Srv Mgr		2		X
145.	Work on changes to AMANDA to support managing Current Planning	Dvpt Srv Mgr, and IT		2	X	
146.	Use out-cards for files	Dvpt Srv Mgr		3	X	
147.	Develop protocols for electronic files	Dvpt Srv Mgr		2	X	
148.	GIS system to use both assessor parcel numbers and address numbers	Dvpt Srv Mgr and IT		2	X	
149.	Revise reoccurring meetings as outlined in the report	Dvpt Srv Mgr		2	X	
150.	Discuss mission and training in staff meetings	Dvpt Srv Mgr		2	X	
151.	Code Amendment Planner to attend CodeNEXT meetings	Dvpt Srv Mgr		2	X	
152.	Create a policies and procedures manual	Dvpt Srv Mgr		2		X
153.	Empower current planners to be Project Managers	Dvpt Srv Mgr		1	X	
154.	Solve issues related to the help desk	Dvpt Srv Mgr, PDRD, IT or CTM?		3	X	

Comment [MM[O11]: What 3 strategies?

Comment [MM[O12]: The CTM help desk?

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
155.	Conduct internal training sessions on topics outlined in the report	Dvpt Srv Mgr		2	X	
156.	Identify training needs related to customer service and the AMANDA system	Dvpt Srv Mgr		2	X	
157.	Provide cross training for current planners	Dvpt Srv Mgr		3		X
158.	Create an annual Work Program	Dvpt Srv Mgr		2	X	
Process Issues						
159.	Create policy to reject incomplete applications	Dvpt Srv Mgr		1	X	
160.	Give priority to electronic submittals and payments for Administrative applications	Dvpt Srv Mgr, and IT		2	X	
161.	Full processing of Administrative applications electronically	Dvpt Srv Mgr		1	X	
162.	Following electronic process delegate case management to principal level staff	Dvpt Srv Mgr		2	X	
163.	Update MUD and PID policies and provide an growth management framework	Dvpt Srv Mgr City Council		1	X	
164.	Create and electronic Annexation Module	Dvpt Srv Mgr and IT		2	X	
165.	Create a staffing model for the Code Amendment function	Dvpt Srv Mgr		2	X	
166.	Create an electronic Code Amendment Process Module	Dvpt Srv Mgr and IT		2	X	
167.	Create a staffing module for the Historic Preservation function	Dvpt Srv Mgr		2	X	
168.	Provide for online submittal and payment of Historic Preservation applications	Dvpt Srv Mgr		1	X	
169.	Post flow charts of Historic preservation process on-line	Dvpt Srv Mgr		3		X
170.	Publish annual application deadline for Zoning/Rezoning applications	Dvpt Srv Mgr		2	X	
171.	Do completeness checks for Zoning application if 5 working days	Dvpt Srv Mgr		1	X	
172.	Distribute all applications in 1-2 working days	Dvpt Srv Mgr		1	X	
173.	Establish a DRC function for complex zoning projects	Dvpt Srv Mgr		1	X	
174.	Purchase I-pads or laptops for <u>all ?</u> Commission members	Dvpt Srv Mgr and IT Manager		2		X
175.	Distribute packets electronically	Dvpt Srv Mgr and IT		2		X
176.	Use electronic system for ordinance drafting process	Dvpt Srv Mgr and IT		2	X	
177.	Modify City Council post postponement policy	City Council		3		X
CodeNEXT Team						
178.	Appropriation for mapping and an electronic code	City Council		1	X	
179.	PDRD Director to actively participate in <u>CodeNEXT</u>	PDRD Director		1	X	
DEVELOPMENT ASSISTAMCE CENTER (DAC)						

Comment [MM[013]: How should he actively participate? What is the recommendation?

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
180.	Designate several lead employees	Mgr Develop Assistance Services		1	X	
181.	Establish employee performance standards	Mgr Develop Assistance Services		2	X	
182.	Establish approach to staffing levels	Mgr Develop Assistance Services		2	X	
183.	Provide backup for Environmental Review Specialists	Mgr Develop Assistance Services and Land Use Division		1	X	
184.	Examine how DAC specialists are managed	Mgr Develop Assistance Services and Land Use Division		2	X	
185.	Examine if Records Management needs additional staffing	Mgr Develop Assistance Services		2	X	
186.	Add four staff or consultants to DAC	Mgr Develop Assistance Services		1	X	
Process Issues						
187.	Deliver plans approved by Commercial and Residential Plan Review to first floor DAC for distribution	Mgr Develop Assistance Services		2	X	
188.	Improve signage in DACRC	Mgr Develop Assistance Services		2	X	
189.	Complete meeting summaries of customer meetings	Mgr Develop Assistance Services		2	X	
190.	Manage to methodically disseminate information to all employees	Mgr Develop Assistance Services		1	X	
191.	Schedule staff meetings to disseminate information	Mgr Develop Assistance Services		2	X	
192.	Communicate process and interpretation changes to employees	Mgr Develop Assistance Services		1	X	
193.	Place public notices in secure location	Mgr Develop Assistance Services		3		X
194.	Use large print for posted notices	Mgr Develop Assistance Services		3		X
195.	Make handouts attractive and readable	Mgr Develop Assistance Services		2	X	
196.	Examine availability of technology to redact confidential information from documents	Mgr Develop Assistance Services		3		X
197.	Examine possibility to eliminate maintaining approved site plans	Mgr Develop Assistance Services		1	X	
198.	Move large files of site plan mylars off site	Mgr Develop Assistance Services		3		X
LAND USE REVIEW						
199.	Examine possibility to increase cost reimbursement for PIRs	Managing Engineer and City Attorney		3		X
200.	Review legal support for Land Use Documents	Managing Engineer and City Attorney		2	X	
201.	Configure AMANDA to collect and report on data for Intake/Notification	Administrative Supervisor and CTM		2	X	
202.	Address Managing Engineer span of control issues	Managing Engineer and supervisors		2	X	
203.	Revise content and approach to reoccurring meetings	Managing Engineer		2	X	

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
204.	Update Land Use training manual	Administrative Supervisor		2	X	
205.	Policy and procedural changes to be discussed and announced to all staff in advance of implementation	Managing Engineer		1	X	
206.	Add one temporary customer service representative	Managing Engineer		1	X	
207.	Create a staffing model for Intake and Notification	Managing Engineer		2	X	
208.	Carefully monitor staff turnover in Land Use	Managing Engineer and HR		2		X
209.	Correct Land Use related AMANDA issues	Managing Engineer and CTM		2	X	
210.	Examine if walk-in City Arborist customers could be included in CWS system	Managing Engineer and CTM		2	X	
211.	Expand internal training re consistency	Managing Engineer		1	X	
212.	Expand AMANDA training	Managing Engineer		2	X	
213.	Conduct staff cross training	Managing Engineer		2	X	
214.	Clarify responsibilities re Travis County	Managing Engineer and Travis County		3		X
Specialized Land Use Division Sections						
215.	Solve coordination issues with City Attorney	Managing Engineer and City Attorney		2	X	
216.	Conduct detailed staffing analysis for Environmental Section	Managing Engineer and Env Prgm Coord		2	X	
217.	Review option of moving Barton Springs Operating Permits to Site and Subdivision Division	Managing Engineer, Assistant Director and Division Manager Construction Inspection		2		X
218.	Examine if General Permit Program is sufficiently offset by franchise fees	Managing Engineer		2		X
219.	Add transportation engineer to Transportation Section	Managing Engineer		1	X	
220.	Review job qualifications and specification for Planner Seniors in Transportation Review Section	Managing Engineer and HR		2	X	
221.	Determine how to meet AMANDA timelines 90% of the time	Managing Engineer		1	X	
222.	Review staffing levels after job specification review	Managing Engineer and HR		2	X	
223.	Review Supervising Engineers delegation	Managing Engineer and Supervising Engineer		2	X	
224.	Review reporting relation of Engineer B located within DAC	Managing Engineer and DAC manager		1	X	
Process Issues						
225.	Application review process to follow four items outlined in the report	Managing Engineer		1	X	
226.	Set site plan and subdivision review times as shown in the table	Managing Engineer		1	X	
227.	Update Administrative Site Plan flow chart	Managing Engineer		2	X	
228.	Update Administrative Subdivision review flow chart	Managing Engineer		2	X	

Comment [MM[014]: What is the CWS system?

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
229.	Update submittal checklist for Commission approved applications	Managing Engineer		2	X	
230.	Assign Completeness Check Review process to Intake/Notification function	Managing Engineer		2	X	
231.	Update Procedure Manual for submittal processes	Managing Engineer		2	X	
232.	Automate completeness check process	Managing Engineer		2	X	
233.	Review site plan and subdivision submittal checklist	Managing Engineer		2	X	
234.	AMANDA to calculate accurate review due dates	Managing Engineer and IT		1	X	
235.	Correct AMANDA re reviewers in completeness check process	Managing Engineer and IT		2	X	
236.	Configure AMANDA to accurately handle all fees	Managing Engineer and IT		1	X	
237.	Set AMANDA so customers can see comments and check progress	Managing Engineer and IT		2	X	
238.	Completeness review in 5 business days	Managing Engineer		1	X	
239.	Configure AMANDA for autofill and automatic emails	Managing Engineer and IT		1	X	
240.	Amend Interlocal Agreement with Travis County re performance standards	Managing Engineer and Travis County <u>and Assistant Director</u>		2	X	
241.	Update administrative checklist to reduce copies	Managing Engineer		2	X	
242.	Add temporary or contract staff to remove intake function backlog	Managing Engineer		1	X	
243.	Provide early notice within 3 days of application receipt	Managing Engineer		2	X	
244.	Narrow criteria for invoking Appeals for time extensions	Managing Engineer		2		X
245.	Site Plan staff to act as true Project Managers	<u>Managing Engineer, Director</u>		1	X	
246.	Review the qualifications for site plan case managers	Managing Engineer		2	X	
247.	Streamline site plan and subdivision staff reports	Managing Engineer		2		X
248.	Expand items for administrative subdivision cases	<u>City Council Managing Engineer</u>		1		X
249.	Allow some final plats to be approved administratively	<u>City Council Managing Engineer</u>		1		X
Site Plans						
250.	Consolidate site plan application to single Master Application	Managing Engineer		2	X	
251.	Publish Development Guide for Site Plans	Managing Engineer		2		3
252.	Configure AMANDA to collect and report on case load by reviewer	Managing Engineer, <u>PDRD IT and CTM</u>		2	X	
253.	Use out card system for paper files	Managing Engineer		3	X	
254.	Training policies and procedures to reflect code and operational changes	Managing Engineer		2	X	

Comment [MM[O15]: PDRD IT and CTM and Managing Engineer?

Comment [MM[O16]: How did you arrive at 3 days – not clear?

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
255.	Integrate additional GIS data into AMANDA	Managing Engineer and IT		2		X
256.	Simplify the site plan flow chart for the public	Managing Engineer		2		X
257.	Add a temporary planner to the site plan function	Managing Engineer		1	X	
258.	Develop staffing model for site plan review	Managing Engineer		2	X	
259.	Hire contract staff to remove site plan backlog	Managing Engineer		1	X	
260.	Develop a strategy to remove the site plan backlog	Managing Engineer		1	X	
261.	Conduct internal training on site plan process	Dev Svc Proc Coord		2	X	
Subdivisions						
262.	Update subdivision flow chart	Dev Svc Proc Coord		2	X	
263.	Add drafting table for short term needs	Dev Svc Proc Coord		3	X	
264.	Add Adobe Reader software	Dev Svc Proc Coord <u>and</u> <u>PDRD IT</u>		3	X	
265.	Update subdivision policies and procedures manual	Dev Svc Proc Coord		2	X	
266.	Add one temporary employee to subdivision function	Dev Svc Proc Coord		1	X	
267.	Integrate variance and waiver data into AMANDA	IT		2		X
Tree Process – Arborist/Urban Forestry						
268.	Configure AMANDA for the Arborist functions	Prgm Mgr. Urban Forestry and <u>PDRD IT and CTM</u>		2		3
269.	Develop procedures for file management	Prgm Mgr. Urban Forestry		3		X
270.	Modify reoccurring meetings as outlined in the report	Prgm Mgr. Urban Forestry		2	X	
271.	Reconfigure 4 th floor reception area	Support Services		2		X
272.	Create a staffing model for the Arborist/Urban Forestry function	Prgm Mgr. Urban Forestry		2	X	
PERMIT CENTER						
Organizational Issues						
273.	Establish career ladder for Permit Review Specialist	HR		2		X
274.	Cashier to report to Permit Center	Permit Center and Support Services		3	X	
275.	Conduct monthly staff meetings	Permit Program Supervisor and Support Services		2	X	
276.	Develop improved method to communicate with staff	Permit Program Supervisor and Support Services		2	X	
277.	Residential Review Manager and Permit Center Supervisor to meet weekly	Permit Program Supervisor and Support Services and Residential Review Manager		2	X	

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
278.	Train for enhanced leadership for the Permit Center Supervisor	Assistant Director and HR		1	X	
279.	Revise the Permit Center Performance Measures table	Permit Program Supervisor		1	X	
280.	Update activity levels quarterly	Permit Program Supervisor		2	X	
281.	Add 3 Permit Review Specialists to Permit Center	City Council Permit Program Supervisor		1	X	
282.	Require Permit Review Specialist to possess certification as a Permit Technician	Permit Program Supervisor and HR		1		X
Policy Issues						
283.	Establish weekly in-house training program	Permit Program Supervisor		1	X	
284.	Reception desk to be permanent highly qualified position	Permit Program Supervisor		1	X	
285.	Develop comprehensive training program for new employees	Permit Program Supervisor		1	X	
Process Issues						
286.	Develop employee audit program	Permit Program Supervisor and HR		2		X
287.	Following on-line permits, phase out escrow accounts	Permit Program Supervisor and Support Services		2		X
288.	Reassign staff re fax function	Permit Program Supervisor		3		X
289.	Use technology to track and locate plans and documents	Permit Program Supervisor and PDRD IT		3		X
290.	Expand Permit Center	Support Services		2	X	
291.	Create a policies and procedures manual	Permit Program Supervisor		2	X	
RESIDENTIAL PLAN REVIEW						
Organization Issues						
292.	Provide workspace to accommodate plans	Support Services		2	X	
293.	Add conference rooms to second floor	Support Services		2		X
294.	Adopt new performance standards for residential review	Dvpt Srv Mgr		1	X	
295.	Revise Performance Measures Table	Dvpt Srv Mgr		2	X	
296.	Combine Residential and Commercial Intake counters	Support Services		2		X
297.	Formally develop Project Manager Program	Dvpt Srv Mgr		1	X	

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
298.	Revise reporting for counter wait times	Dvpt Srv Mgr and IT		2	X	
299.	Be more specific on purpose of customer visits	Dvpt Srv Mgr		2	X	
300.	Staff to track time in AMANDA	Dvpt Srv Mgr <u>and PDRD IT</u>		2		X
301.	With new data, establish staffing levels	Dvpt Srv Mgr		1		X
302.	Hire contract staff to meet performance standards	Dvpt Srv Mgr <u>and PDRD IT</u>		1	X	
303.	Residential Technical Plan Review to report to the Chief Plans Examiner	Dvpt Srv Mgr and Chief Plans Examiner		2	X	
304.	Expand staff training program for residential plan review	Dvpt Srv Mgr		2	X	
305.	Joint training Residential Review Planners and Current Planning	Dvpt Srv Mgr and Current Planning		2	X	
306.	Additional computer training	Dvpt Srv Mgr and IT		2	X	
Policy Issues						
307.	Develop staff audit program	Dvpt Srv Mgr and HR		2		X
308.	Improve communication between Current Planning and Residential Review	Dvpt Srv Mgr and Current Planning manager, <u>and Assistant Directors</u>		2	X	
309.	Document meetings with customers in AMANDA	Dvpt Srv Mgr		2	X	
310.	Create an inspector ride-along program for plans examiners	Building Official		2	X	
311.	Identify expired permits with life safety issues	Dvpt Srv Mgr		2		X
312.	Plans Examiners to be certified to perform residential plan review	Dvpt Srv Mgr and HR		2		X
Process Issues						
313.	Develop audit program for zoning plan review and technical plan review	Dvpt Srv Mgr		2	X	
314.	Do not Assign express plan reviews to Sr. level Plans Examiners	Dvpt Srv Mgr		3		X
315.	Develop simple flow chart for the permit submittal process	Dvpt Srv Mgr		3	X	
316.	Purchase additional scanning machines	Support Services		2	X	
317.	Prepare comprehensive Zoning interpretations Manual	Dvpt Srv Mgr		2	X	
SITE AND SUBDIVISION INSPECTION (SSI)						

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
Organization Issues						
318.	Bi-weekly meetings SSI and Land Use Managers	Division Manager Construction Inspection and Land Use Manager		2	X	
319.	Develop notice system for Land Use projects to be permitted in next 30-45 days	Division Manager Construction Inspection and Land Use Manager		3	X	
320.	Fill vacant Engineer C position	Division Manager Construction Inspection and HR		1	X	
321.	The supervisors for R/W Excavation, and Utilities ("Tap"), should report to the Professional Engineer (Engineer C)	Division Manager Construction Inspection and HR		2	X	
322.	Review workload for Excavation and R/W inspection group	Division Manager Construction Inspection		1	X	
323.	Environmental Inspection Group to be more integrated with SSI division management	Division Manager Construction Inspection		2	X	
324.	Add Administrative Supervisor position	Division Manager Construction Inspection and HR		1	X	
325.	EV Admin specialist to report to Administrative Supervisor position	Division Manager Construction Inspection and HR		2	X	
326.	Increase delegation to key supervisors	Division Manager Construction Inspection		2	X	
327.	Revise SSI Organization Chart as shown	Division Manager Construction Inspection		1	X	
328.	All calls for inspection to come through Intake and Acceptance work group	Division Manager Construction Inspection		2	X	
329.	Shoe incoming work group at a staff level position	Division Manager Construction Inspection		3	X	
330.	Review if three offices is optimal	Division Manager Construction Inspection		3		X
331.	If PDRD moves to new facility, include SSI Division	Division Manager Construction Inspection		3		X
332.	Expand content of SSI meetings	Division Manager Construction Inspection		2	X	
333.	Have quarterly division wide staff meeting	Division Manager Construction Inspection		3		X
334.	Rename Tap group to reflect actual assignments	Division Manager Construction Inspection		3	X	
335.	Conduct tailgate safety meetings	Division Manager Construction Inspection		3	X	
336.	Develop policies for City vehicles	Division Manager Construction Inspection		3		X
337.	Provide on call consultants for field inspection staff	Division Manager Construction Inspection		1	X	
338.	Use on call consultants prior to adding any permanent staff	Division Manager Construction Inspection		1	X	

Comment [MM[017]: Not sure what this means? Adams

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
339.	Develop a staffing model	Division Manager Construction Inspection		2		X
340.	Use Land Use Division data to project workload	Division Manager Construction Inspection		3	X	
Policy Issues						
341.	Modify the way testing laboratories are assigned for SSI	Division Manager Construction Inspection and Public Works		2	X	
342.	Testing lab to be available within 5 days of request for service	Division Manager Construction Inspection		2	X	
343.	Testing labs to provide same day testing for calls made prior to 10 am	Division Manager Construction Inspection		2	X	
344.	Update website re SSI functions	Division Manager Construction Inspection and web master		3	X	
345.	Increase staff judgment and modifications in the field	Division Manager Construction Inspection		1	X	
346.	Document plan changes or deviations in AMANDA	Division Manager Construction Inspection, PDRD IT and CTM		2	X	
347.	Complete a policies and procedures manual	Division Manager Construction Inspection		2		X
348.	Acknowledge inspection requests in 24 hrs.	Division Manager Construction Inspection		2	X	
349.	Forward advance notice of pending Land Use approvals to SSI	Land Use manager		2	X	
350.	Monitor response times for call for inspection	Division Manager Construction Inspection		2		X
351.	Have calls for inspection via Internet as well as IVR	Division Manager Construction Inspection and IT		2		X
352.	Set per-construction conferences within 5 working days of request for inspection	Division Manager Construction Inspection		2	X	
353.	Provide dedicated phone line for IVR calls.	Division Manager Construction Inspection and IT		2		X
Process Issues						
354.	SSI and Land Use to review how well they are partnering	Division Manager Construction Inspection and Land Use		2	X	
355.	Initiate partner process with other departments	Division Manager Construction Inspection		1	X	
356.	Full size plan sets to be on all job sites	Division Manager Construction Inspection		2	X	
357.	Develop a mobile paperless system	Division Manager Construction Inspection and IT		1	X	

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
358.	Continue to evolve work assignment scoring system	Division Manager Construction Inspection	351	2	X	
SUPPORT SERVICES, <u>BUDGET?</u>, ACCOUNTING & FISCAL SURETY						
359.	All Budget and accounting functions to report to Chief Administrative Officer	PDRD Director		1	X	
360.	Provide smart boards for all the conference rooms	Chief Administrative Officer		2	X	
361.	Up-date facilities with paint and carpets	Chief Administrative Officer		2		X
362.	No city vehicles to park in surface lot outside the building	All departments located at One Texas Center Chief Administrative Office		3	X	
363.	Modify Support Services performance measures	Chief Administrative Officer		3	X	
364.	PDRD revenue to indicate in CAMPO booking is part of the revenue	Financial Manager		2	X	
365.	Conduct review of cashier function	Accounting Manager		2	X	
366.	Monitor impact of new credit card system	Accounting Manager		2		X
367.	Undertake a review of the Surety system	Accounting Manager		3		X
368.	Accounting Manager to report to Financial Manager	Chief Administrative Officer		2	X	
369.	Determine how Tree Mitigation fees show in PDRD budget	Financial Manager		2	X	
370.	Create career advancement plans for all PDRD employees	Human Resources Manager, Corporate HR Department and City Manager		2		X
371.	Conduct detailed review of professional registrations and memberships	Human Resources Manager		2	X	
372.	Add \$15,000 to 2014-15 budget for professional registrations	City Council		1	X	
373.	Prepare and circulate clear policy on Conflict of Interest	Human Resources Manager		2	X	
374.	Address any conflict of interest issues	Human Resources Manager and PDRD Director		2	X	
375.	Develop employee orientation program	Human Resources Manager		2		X
376.	Improve communication re the hiring and promotion process	Human Resources Manager		2	X	
377.	Conduct training session on hiring process	Human Resources Manager		2	X	
378.	Review and update all job descriptions	Human Resources Manager		2		X
379.	Update pay and classification study for PDRD	City Human Resources Manager		2		X

Comment [MM[018]: Fees in the Urban Forest Renewal Fund are not available for our discretionary use. The fees are tied to a City Ordinance and the use of the fees are restricted by the language in the ordinance.

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
380.	Develop performance standards for all position	Human Resources Manager		3		X
381.	Review handling of certification requirements during probation	Human Resources Manager		2	X	
382.	Develop transition plans for turnover and retirements	Human Resources Manager		2		X
383.	Develop program where new hires can be on board prior to position being vacant	City Human Resources Manager		3		X
384.	Add \$100,000 for training budget	City Council		1	X	
385.	Review training budgets, section by section	Human Resources Manager and all managers and supervisors		3		X
386.	Increase use of supervisors and managers academy	Director Human Resources Manager		2	X	
387.	Conduct a 360 degree evaluation for all managers and supervisors	City HR or consultant		1	X	
388.	Hire a consultant for creation of PDRD logo and branding	Public Info & Program Mktg Mgr		3		X
389.	Update SOP for receptionist function	Public Info & Program Mktg Mgr Information Specialist and HR		3		X
390.	Add button for receptionist desk	Support Services		3	X	
391.	Add one Public Information Specialist for public information and website	Public Info & Mktg Mgr		2	X	
392.	Conduct detailed analysis of phone issues	Public Information Specialist		1	X	
393.	Change checklist and forms outside the Rules process	Chief Administrative Office		2	X	
394.	Develop SOP for Rules process	Chief Administrative Office		2		3
395.	Automate notices to stakeholders	Bus Proc Spec		2	X	
396.	Reduce timelines for Rules process	Bus Proc Spec		2	X	
397.	Clarify Stakeholders in Rules process	Bus Proc Spec		2	X	
TECHNOLOGY						
398.	Designate and train one full time staff re AMANDA	Bsns System Analyst Supv		1	X	
399.	Set three day standard for certain AMANDA changes	Bsns System Analyst Supv and CTM		2	X	
400.	Enforce AMANDA data entry requirements	Bsns System Analyst Supv4		1	X	
401.	Improve smart data entry in AMANDA	Bsns System Analyst Supv and CTM		2		X

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
402.	Automate interface between AMANDA and AFS3 General Ledger	Bsns System Analyst Supv		2		X
403.	Expand AMANDA training program	Bsns System Analyst Supv and HR Manager		2	X	
404.	Prepare regular reports on application performance	Bsns System Analyst Supv		1	X	
405.	Prepare weekly or bi-weekly performance reports	Bsns System Analyst Supv		2	X	
406.	Provide online training materials for AMANDA	Bsns System Analyst Supv and HR Manager		2	X	
407.	Integrate AMANDA 6.1 with EDIMS software	Bsns System Analyst Supv and CTM		2		X
408.	Deploy AMADA Mobile to inspectors	Bsns System Analyst Supv		2	X	
409.	Explore field printing for inspectors	Bsns System Analyst Supv		2	X	
410.	Proceed to implement AMANDA 4.4 to 6.1	Bsns System Analyst Supv		1	X	
411.	Work on new reporting software	Bsns System Analyst Supv		1	X	
412.	Look ahead to updated AMANDA or replacement	Bsns System Analyst Supv		2		X
413.	Discuss future of vendor with AMANDA	Bsns System Analyst Supv		2		X
414.	Media campaign for online applications	Bsns System Analyst Supv		2	X	
415.	Complete AMANDA Customer Portal II	Bsns System Analyst Supv and CTM		1	X	
416.	Expand AMANDA Customer Portal to all PDRD application	Bsns System Analyst Supv and CTM		1	X	
417.	Intake digital plans at all intake counters	Bsns System Analyst Supv		1	X	
418.	Relax scaling requirements for paper submittals	Bsns System Analyst Supv		2	X	
419.	Implement ProjectDox	Bsns System Analyst Supv and CTM		1	X	
420.	Integrate ProjectDox with AMANDA Customer Portal II	Bsns System Analyst Supv and CTM		1	X	
421.	Implement EDIMS for all PDRD document management functions	Bsns System Analyst Supv		2	X	
422.	Formalize document retention policies	Bsns System Analyst Supv and document librarian		2	X	
423.	Expand Use of GIS	Bsns System Analyst Supv		3		X
424.	Automate maintenance of land use data	Bsns System Analyst Supv		3		X

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
425.	Update Development Web Map software	Bsns System Analyst Supv		3	X	
426.	Provide direct two-way linkage between AMANDA and GeoCortex GIS viewer	Bsns System Analyst Supv <u>and PDRD IT</u>		2	X	
427.	Purchase additional copies of Adobe Creative Suite	Bsns System Analyst Supv		3	X	
428.	Create additional statistical reports on customer wait times	Bsns System Analyst Supv		2	X	
429.	Change video feed in DAC	Bsns System Analyst Supv <u>and Public Info Program Marketing Manager</u>		3	X	
430.	Improve website to improve intuitiveness	Bsns System Analyst Supv <u>and Public Information Program Marketing Manager and CTM</u>		2	X	
431.	Designate person re oversee PDRD Website	<u>Public Information and Program Marketing Manager Bsns System Analyst Supv</u>		2	X	
432.	Implement changes to PDRD website as identified	<u>Public Information and Program Marketing Manager Bsns System Analyst Supv</u>		2	X	
433.	Provide telephone system training	Bsns System Analyst Supv <u>and Public Information and Program Marketing Manager</u>		2	X	
434.	Prepare reference guide for misdirected calls	Bsns System Analyst Supv <u>and Public Information and Program Marketing Manager</u>		2	X	
435.	Implement automated voicemail-to-text	Bsns System Analyst Supv <u>and CTM</u>		3		X
BOARDS AND COMMISSIONS						
436.	Reduce the number of Boards and Commissions	City Council		2	X	
437.	Keep size of Boards and Commissions to 5 or 7	City Council		3	X	
438.	Boards and Commission members to undergo training	City Council		2	X	
439.	Joint bi-annual meetings with BOA and City Council	City Council		2		X
440.	Improve noticing for BOA hearings	DAC		1	X	
441.	Require technical staff report on BOA applications	DAC		1	X	
442.	Increase fee for BOA cases	Financial Manager		2	X	
443.	Consider reassigning BOA cases to another group	PDRD Director		2	X	
444.	Set minimum qualifications for Building and Fire Code Board of Appeals	City Council		2		X

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
445.	Change by-laws for Building and Fire Code Board of Appeals	City Council		3		X
446.	Consider increasing members of Design Commission but keep member qualifications requirement	City Council		3		X
447.	Consolidate Electrical Board with Building and Fire Code Board of Appeals	City Council		2	X	
448.	Change member qualifications for Electric Board	City Council		2	X	
449.	Expand responsibilities of Electric Board	City Council		3		X
450.	Consolidate Mechanical, Plumbing and Solar Board with Building and Fire Code Board of Appeals	City Council		2	X	
451.	Change qualifications for Mechanical, Plumbing and Solar Board	City Council		2	X	
452.	Expand responsibilities of Mechanical, Plumbing and Solar Board	City Council		2	X	
453.	Schedule bi-annual meetings between the PC and City Council	City Council		2	X	
454.	PC and ZAP to use same citizen comment sign-in system	PDRD staff		2	X	
455.	Determine which items require legal council	Current Planning Manager		2	X	
456.	Add revision notes to Board and Commission work books	Current Planning Manager		3	X	
457.	Additional training for all Board and Commission members	Current Planning Manager		2	X	
458.	Assign responsibilities of the Residential Design and Compatibility Commission to the Board of Adjustment	City Council		2	X	
459.	Encourage members of the RDCC to seek appointment to other City Commissions	RDCC members		3		X
CUSTOMER PERCEPTIONS						
460.	Review customer material to determine improvement areas	PDRD, other departments, Boards and Commissions		1	X	
461.	Review detailed comments in Question 42	PDRD, other departments, Boards and Commissions		1	X	
462.	Review detailed comments in Questions 18 and 19	PDRD, other departments, Boards and Commissions		1	X	
463.	Review all customer negative responses	All PDRD managers		1	X	
464.	Review three questions related to website	Website manager		2	X	

Comment [MM[019]: Do not understand.

Before the City begins implementing this study, we suggest that it take the following action.

1. *Recommendation: The Director of the Planning and Development Review Department, and the City Manager should review the study and agree on an implementation plan, which should include:*

- An agreed-upon timetable and work program;
- Costs estimates and method of funding; and
- Confirmation of selected items by the Mayor and City Council.

The Planning and Development Review Department already has many important tasks they are undertaking and may find the 465 recommendations overwhelming. However, as improvements take place and staff becomes empowered to change, the City may be surprised at how fast implementation can occur.